

THE IDAHO DEPARTMENT OF CORRECTION

# DIVISION OF PROGRAMS

*Strengthening Communities by Providing Opportunities for Offender Change*

THE DIVISION OF PROGRAMS IS COMPRISED OF THE FOLLOWING

## **THERAPEUTIC PROGRAMS**

Relapse Prevention  
Cognitive Self-Change  
Therapeutic Community  
Aftercare

## **EDUCATION**

Adult Basic Education  
General Education Development  
(GED)  
Vocational Education

INTRODUCTION TO THE DIVISION OF PROGRAMS

The Division of Programs is a small division located in Central Office that performs a variety of program oversight responsibilities throughout the Idaho Department of Correction. The goal of the Division of Programs is to reduce recidivism through quality delivery of research-based treatment and educational programs, and demonstrate the outcomes of these programs. The division provides training, conducts audits, and performs other oversight functions for Drug/Alcohol Rehabilitation Specialists, Psychosocial Rehabilitation Specialists, Instructors, and Pre-Release Specialists located throughout the state. Correctional programs and education are an integral part of the Department’s comprehensive offender management strategy. Correctional programs and education provide opportunities for offenders to change, are key elements in maintaining a safe prison environment, and pivotal in our commitment to keep our communities safe.

DIVISION PHILOSOPHY

During the past decade, the Department has initiated implementation of correctional programs that national research has shown to be effective. The Department’s current programs are built on this foundation. Research has consistently shown that offender rehabilitation, or habilitation, is not effective unless it contains, among other things, fundamental elements of cognitive restructuring. This approach is targeted towards helping the offender identify and disrupt his or her own habitual criminal thinking patterns and replace them with pro-social alternatives. As opposed to an approach that minimizes or excuses criminal behavior, this approach focuses on individual accountability of one’s own thoughts and actions, with the accompanying responsibility for self-change.

RESEARCH-BASED STANDARDS FOR CORRECTIONAL PROGRAMS

Best Practices in Correctional Program Delivery

In order for rehabilitative programs to have the greatest impact on reducing recidivism, research indicates that these programs must exhibit the following characteristics (MTC Institute, 2003):

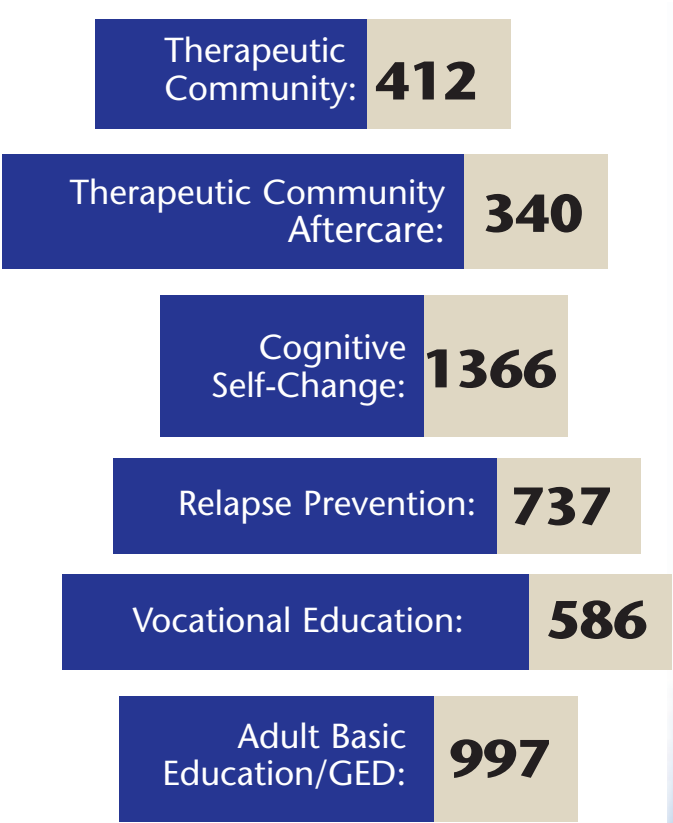
1. Highly structured and intensive
2. Maintain a cognitive/behavioral focus
3. Appropriate in duration and continuity, and coordinated with proximity to release
4. Delivered by certified and/or properly trained staff
5. Be part of an overall continuum of care (i.e. aftercare and Structured Reentry)
6. Outcome focused

NATIONAL RECOGNITION

- Selected by the National Institute of Corrections (NIC) as one of only two agencies in the country to develop a training program for “Evidence-Based Practices” for all local, state, and federal corrections’ agencies throughout the nation
- Selected by the National Governor’s Association as one of seven states to create and implement innovative structured reentry processes as a model for other states
- Recognized by Huskey & Associates, a corrections consulting firm, as “a national leader in assessing the risk and needs of offenders and operation of Core Programs that will lead to reduced recidivism.” (Program and Capacity Assessment for the Idaho Department of Correction, Oct. 2004, p. 5)
- Awarded “Merit Status” by significantly exceeding educational accreditation standards

“a national leader in assessing the risk and needs of offenders and operation of Core Programs that will lead to reduced recidivism.”

CURRENT ENROLLMENTS IN PROGRAMS AND EDUCATION



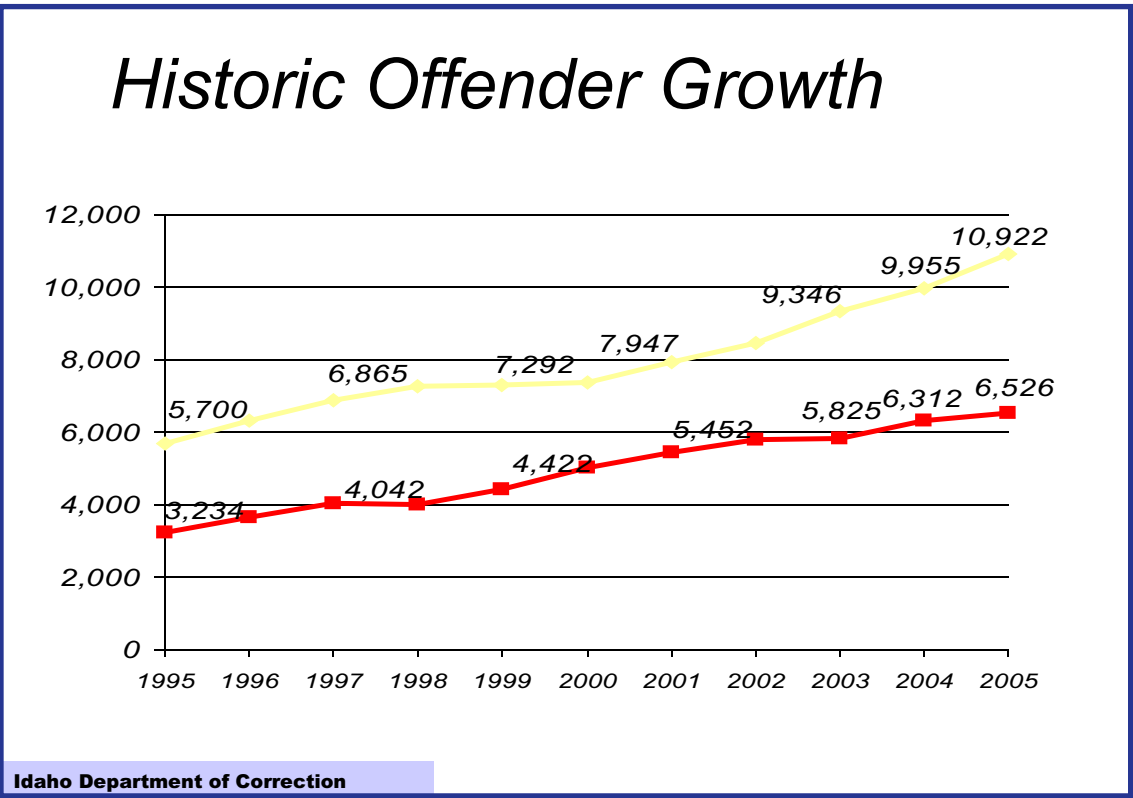
\*These figures represent total “offender seats” occupied in IDOC facilitated Core Programs. Some offenders are enrolled in more than one program.

Snapshot of Accomplishments in Fiscal Year 2005

- ✓ Expanded the Therapeutic Community at South Idaho Correctional Institution from 100 to 130 beds
- ✓ Conducted 12 Risk/Need Assessment trainings
- ✓ Enhanced the Structured Reentry Program by adding two Probation/Parole Officers to the Reception and Diagnostic Unit (RDU), streamlining the release process
- ✓ Conducted 16 “Pre-audits” throughout the state
- ✓ Finalized implementation of a new Vocational Education program and awarded 256 certificates
- ✓ Developed and administered a comprehensive offender exit survey
- ✓ Developed and/or revised Division policies
- ✓ Standardized Cognitive Self-Change and Therapeutic Community Aftercare
- ✓ Standardized Vocational Education curriculum
- ✓ Secured additional transitional housing options for parolees
- ✓ Implemented Clinical Supervision Program
- ✓ Facilitated 2 conferences with Department case managers and Parole Hearing Officers
- ✓ Held 20 graduation ceremonies, representing educational and program achievements
- ✓ Implemented the faith-based mentorship program
- ✓ Established written agreement with the Parole Commission
- ✓ Conducted 5 formal audits using the Correctional Programs Assessment Inventory (CPAI)
- ✓ Expanded sex offender treatment
- ✓ Implemented standardized pre/post-tests for core programs
- ✓ Established a partnership with Idaho Commerce and Labor to deliver the Enhanced Work Services program in every county of the state
- ✓ Awarded 6 contracts for treatment services
- ✓ Completed Job Task Analysis (JTA) for treatment staff

HISTORICAL PERSPECTIVE: A HISTORY OF GROWTH

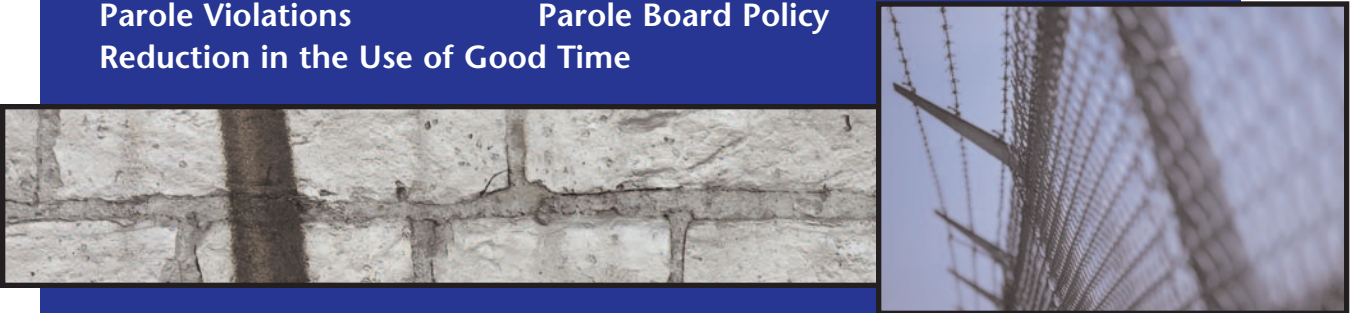
The Department of Correction has experienced unprecedented growth in the past ten years.



Prison growth is not a corrections-specific problem. An analysis of the Department prepared by Professor Bob Marsh in November 2004 states “Prison growth and the increase in the rate of incarceration and numbers of offenders under correctional supervision is the result of a complex set of factors. No one factor explains all of the growth. All make a significant contribution to an ever-increasing (or falling) rate of people serving sentences in the state of Idaho.” (“Hard Choices”, Nov. 2004)

Major Factors Affecting Incarceration Growth

- |                                   |                               |
|-----------------------------------|-------------------------------|
| Sentencing Laws                   | Prison Capacity               |
| New Crimes/Offenders              | Recidivism Rates of Offenders |
| Probation Violations              | Crime Rate                    |
| Parole Violations                 | Parole Board Policy           |
| Reduction in the Use of Good Time |                               |



PROGRAM CONTINUUM

Every criminal offender entering the Department is assessed for risk to re-offend, need for programs, chemical dependence, and literacy. Assessment instrument results are then utilized to develop a case plan for each offender, that outlines his or her programming and behavioral expectations. The offender is then referred to, and participates in, programs that are relevant to his or her own crime-producing behavior. After completing intensive programs, attendance in aftercare is required to solidify the knowledge and skills learned in programs by applying them in real-life situations. It is the responsibility of the Division of Programs to provide analyses of the effect of rehabilitative programs, in the form of outcome measures, and identify and improve deficiencies in the system.

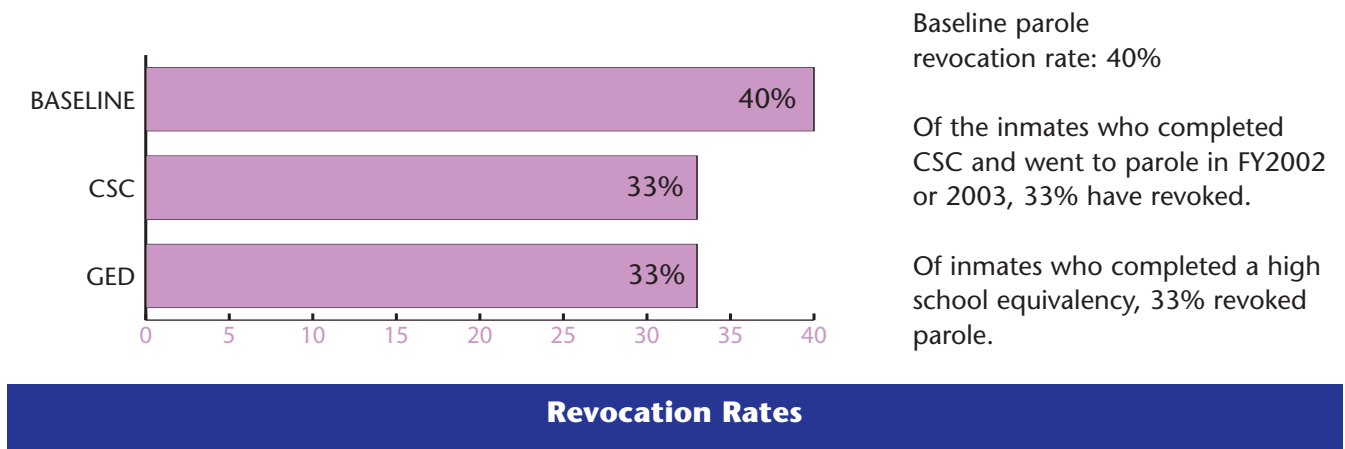
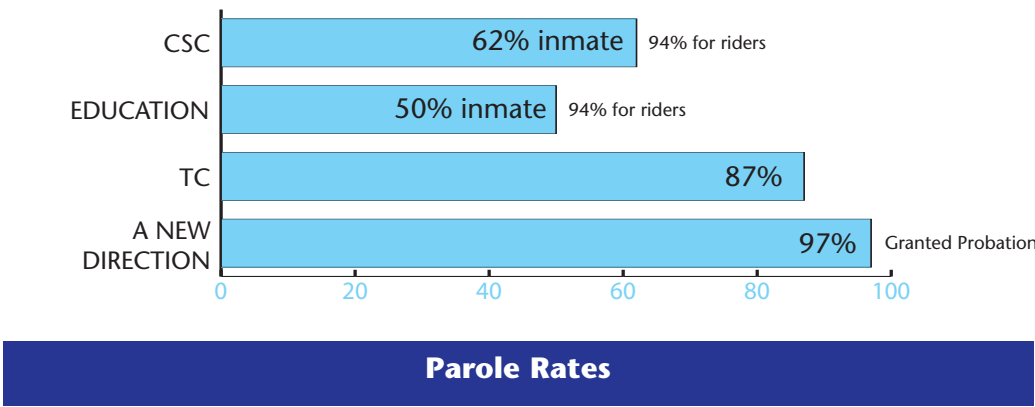
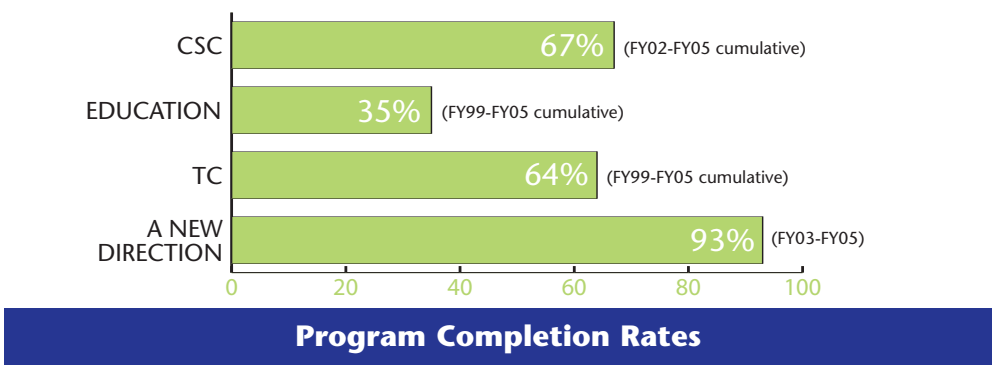


CORE PROGRAM DESCRIPTIONS

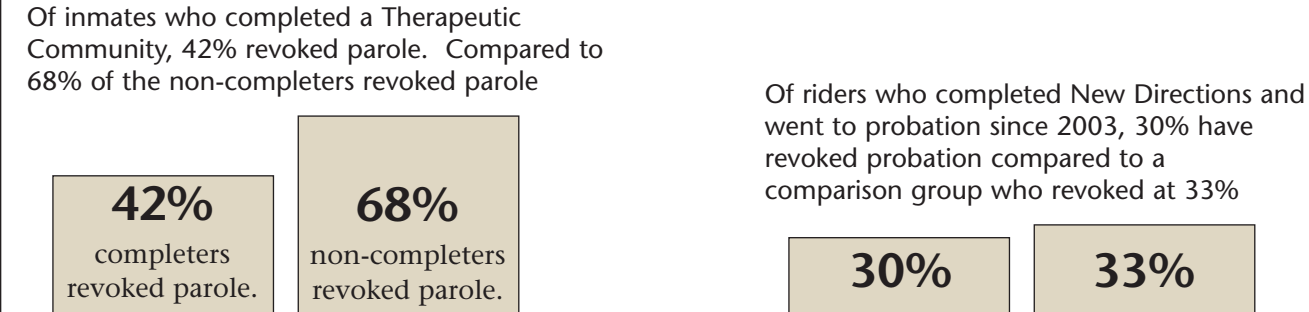
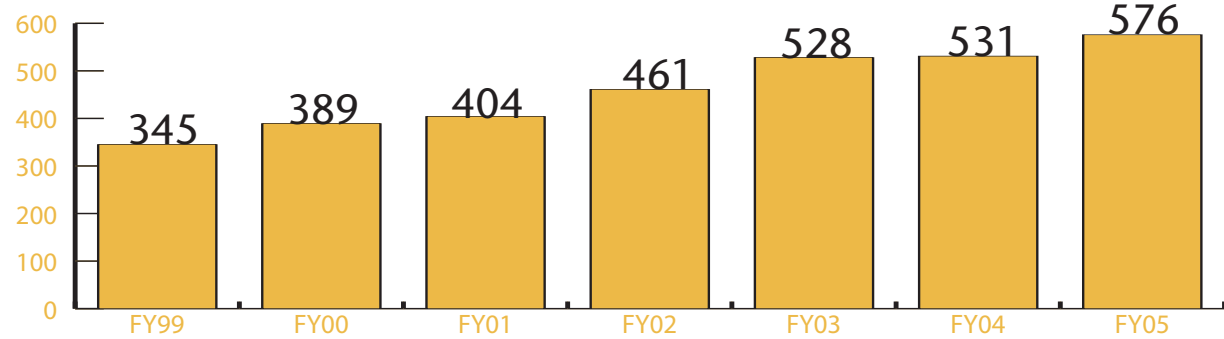
Adult Basic Education (ABE):	Instruction that is aligned with national standards and designed to raise the student's reading, writing, math, and technology skills to the secondary education level, in preparation for GED classes and GED certification. ABE also includes English as a Second Language.
Aftercare:	Follow-up programming subsequent to completion of intensive substance abuse or cognitive restructuring programs. It is designed to solidify the knowledge and skills learned in programs, and apply them in real-life situations.
Cognitive Self-Change (CSC), Idaho Model:	A program that teaches the connection between thinking, feeling, and behavior, and how patterns of thinking drive habitual ways of behaving. CSC is a method of self-change enabling the offender to learn about and practice new patterns of thinking, feeling, and behaving, that lead them away from criminal behavior.
General Education Development (GED):	Preparatory classes and testing in 5 subject areas to achieve a GED certificate.
Intensive Outpatient Treatment (IOP):	Consists of a minimum of 9 hours of client contact per week, that could be fulfilled in any combination of the following: Drug and Alcohol Education groups; Relapse Prevention Groups; Problem Solving Groups; Skills Training Groups; Individual One on One sessions; Case Management; Process Groups; and Family Components. The majority of these programs are provided by community treatment agencies in a cooperative relationship with the Department.
Relapse Prevention(RP):	A category of substance abuse treatment programs that typically consist of the following: 1) Understanding the relapse process 2) Managing relapse triggers, cravings, and high-risk situations 3) Identifying forms of positive social support 4) Practicing real-world situations to learn new pro-social skills 5) Preparing a relapse prevention plan, in writing, that puts concepts learned into practice 6) Creating an ongoing plan to sustain and/or maintain recovery.
Therapeutic Community (TC):	Treatment delivered in a correctional residential setting that targets offenders with chronic criminal and substance abuse histories. Substance abuse and cognitive self-change programs are delivered in a structured hierarchical setting where participants and staff interact in structured and unstructured ways to positively influence attitudes, perceptions, and behaviors.
Vocational Education:	Courses that teach employability preparation, specific job skills, and on-the-job training. Includes such things as carpentry, fire-fighting, food service, welding, landscaping, hospitality, computer operation, and so forth.



CORRECTIONAL PROGRAMS IN IDAHO REDUCE RECIDIVISM



GED Completions



Our most intensive substance abuse treatment programs for highest risk offenders

THERAPEUTIC COMMUNITY: AN INDIVIDUAL PROFILE OF SUCCESS

We recognize that the impact of crime extends beyond recidivism measures and financial costs to society. While many outcomes can be measured, the intangible impact of reduced recidivism cannot. Offender pro-social changes have tremendous intrinsic value to the community.

Randon Hodges started using methamphetamine at age 18 and used every day until he was arrested at age 22. To support his habit, he had started selling meth and manufacturing it for his personal use. He lost his marriage, family, house, and employment.

Randon was charged with Possession, Manufacturing and Delivery of a Controlled Substance and was sentenced to 5 years fixed and 7 years indeterminate. He successfully completed the Therapeutic Community program while incarcerated. He paroled in July 2003 and served 2 of the 7 years of parole before being granted early discharge in September 2005.

Today, Randon is remarried and the father of an 11 month old son. He is employed full-time and living a drug-free life. He currently serves as a mentor for other Therapeutic Community graduates. This Christmas, Randon and his employer adopted 4 families from the community and took the children shopping at Walmart. Each of the 13 children was given \$100 to spend on Christmas and was treated to lunch.



DEPARTMENT COLLABORATION

By collaborating with each other, government agencies and community-based providers can jointly provide a comprehensive and integrated array of services that could not be provided by a single agency. Collaborative processes ultimately allow an offender to begin to receive help with community reintegration when they need it, immediately upon release from prison or placement on probation.

The following are some examples of the collaborative efforts engaged by the Division of Programs:



The Department of Correction and Department of Commerce and Labor are working together to improve work search opportunities for offenders. These departments have begun cross training each other so that probation/parole officers will understand the components of a meaningful work search while Commerce and Labor staff learn about working with the offender population. Education staff attend Commerce and Labor training to ensure that educators have current information when teaching workforce readiness courses in the prison.

The Department partners with Vocational Rehabilitation (VR) to refer offenders for services prior to them leaving prison. In FY 05, 136 offenders were referred to VR for services prior to release from prison. Of those, 92 were determined eligible for VR services.

In the community, the VR counselor from prison continues to assist offenders, first signed up in prison, with improving their lives as they adjust to living and working in the community. Vocational Rehabilitation has also stationed a VR counselor in the District 4 Probation and Parole Office (Boise) who begins working with offenders upon their placement on probation.

Other collaborative relationships are occurring with the Idaho Conference on Alcohol and Drug Dependence (ICADD), University of Idaho and Boise State University to conduct research and provide outcome information, and multiple partnerships established through the Access to Recovery (ATR) grant.

STRUCTURED REENTRY

The Structured Reentry Program was initiated in 2002. Structured Reentry is a coordinated approach to prepare offenders for successful reintegration into the community by means of collaboration with multiple entities, beginning at intake and continuing through successful discharge. Since the time of implementation, the Department, in conjunction with the Parole Commission, has increased the percent of offenders released when parole eligible and reduced the average length of time inmates remain in prison past their parole eligibility date. This has been accomplished without any significant increase in parole revocation rates.

Specifically, structured reentry is focused on three areas:

- 1) Immediacy and continuity of aftercare
- 2) More effective offender management and accountability
- 3) Family reintegration

THE TRANSITIONAL HOUSING FOR INDIGENT OFFENDERS

The Transitional Housing for Indigent Offenders program is designed to provide funding for indigent offenders paroling to the community and parolees and/or probationers on supervision in the community. In FY05, the Department utilized transition housing funding for 594 offenders that would have either remained in prison or revoked to prison. There are currently 640 offenders placed in shelters/group homes (IDOC funded and non-IDOC funded) across the state. At any given time, the Department has approximately 30-50 offenders in treatment-based transitional housing. This includes approximately 8 facilities statewide for both male and female offenders. Offenders released to the community under these programs create bed space for more dangerous, violent offenders. The Division of Programs continues to pursue expansion of partnerships with entities interested in creating additional housing resources.

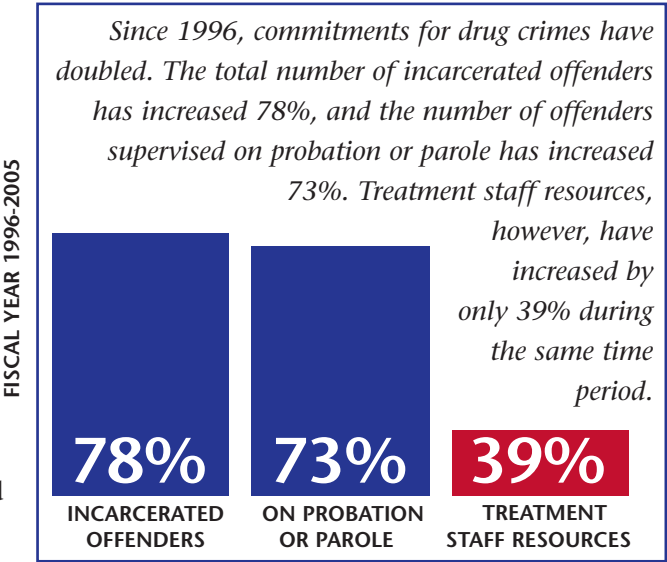
TREATMENT FUNDS

The Department receives legislative funds annually that are designated for the rehabilitative needs of indigent offenders. In FY05, the Department utilized these funds for 1102 probationers, 515 inmates preparing for parole, and 382 parolees in the community.

FUTURE CHALLENGES

Managing Growth and the Increasing Gap between Needs and Capacity

We are currently operating at capacity for substance abuse and education core programs, which equates to approximately 4438 “program seats.” The Department has been successful at reducing recidivism despite the fact that offenders’ need for substance abuse treatment and other services continues to outpace the Department’s ability to meet that need. Currently, need exceeds capacity by a ratio of 5 to 2. For every 5 offenders in need of treatment, the Department is only able to accommodate 2 offenders at any given point in time. The Department has received and retained 11.5 new Drug/Alcohol Counselor positions during the previous nine years, while the offender population has increased by 4,597.



In addition, a prison system operating at or above capacity significantly disrupts the programmatic process. The flow of inmates in and out of a system at full capacity causes continuous movement (i.e. moves from facility to facility, bunk to bunk, etc.) throughout the entire system. The transfer of **one** inmate into, within, or out of the system, for example, generates **two** more moves, which in turn generates **four** moves, and so forth. This perpetual movement of inmates disrupts the continuity of correctional treatment, lowers completion rates, and ultimately increases the length of time offenders remain in prison.



The impact of over-capacity has also resulted in the transfer of some inmates to out of state prisons. Due to cost, inmate management and safety concerns, and a variety of other reasons, out of state contractors for prison beds do not accept higher custody or otherwise behaviorally problematic inmates. This results in the more easily managed inmates being sent out of state, leaving more difficult inmates to manage in Idaho. Subsequently, the Department is experiencing a “hardening of the system”.

METHAMPHETAMINE EPIDEMIC

Managing the gap between needs and capacity is compounded by the methamphetamine epidemic in our state. Currently, one-half of all state inmates are incarcerated as a direct or indirect result of methamphetamine use. Meth seizures by Probation and Parole Officers increased from 8,711 grams in FY04 to 11,193 grams in FY05. Effectively treating methamphetamine abuse requires extensive treatment and aftercare, both of which are staff-intensive.

The Division of Programs is targeting the methamphetamine problem through intensive outpatient treatment, such as the Methamphetamine Matrix Program. Meth Matrix is an intensive treatment program specifically targeting methamphetamine users. In addition to intensive treatment, the program also includes frequent urinalysis testing.

STATEWIDE FRAGMENTATION IN DELIVERY OF TREATMENT SERVICES

Fragmentation refers to the limited coordination among state, local, and private entities in delivering treatment, sustaining treatment continuity, and fiscal oversight. Despite collaborative efforts, fragmentation still exists. The resources have not been, nor are currently allocated sufficient to establish and maintain a comprehensive substance abuse treatment system. The Division of Programs is committed to the development of further collaboration to reduce this fragmentation and is supportive of a statewide committee that is empowered to coordinate and monitor multi-agency treatment statewide.

Future Goals

- Continue focusing efforts on programs as part of the Department’s overall strategy to effectively manage growth, operate safe prisons, and lower recidivism
- Enhance community treatment options
- Enhance the Department’s capacity to deliver treatment and programs through additional staffing resources
- Maintain current partnerships and continue with further collaborative efforts
- Continue standardization efforts in core and ancillary programs
- Shift existing resources to better meet programmatic needs
- Increase family reunification efforts
- Continue implementation of the faith-based initiative
- Maintain research partnerships with Boise State University and University of Idaho
- Expand vocational opportunities
- Improve quantity and quality of data reporting through continued implementation of the Correctional Integrated System (CIS)
- Continue producing more outcome measures
- Implementation of the Offender Accountability and Reentry Model
- Continue targeting program quality through clinical supervision
- Expand treatment for sex offenders
- Improve the female offender programmatic continuum
- Continue standardizing pre-service and in-service programs training
- Further piloting and implementing research-based programs

Idaho Department of Correction successes translate into safer communities and cost avoidance for Idaho citizens. The Division of Programs, together with its many partnerships, has played an integral role in recidivism reduction and offender management. The division has made significant advances in the past and will continue to do so, in order to fulfill the Department’s mission to protect the public, safely manage offenders, provide opportunities for offenders to change, and successfully return offenders to the community.

**Other Division of Programs Resources**

“Program and Capacity Assessment for the Idaho Department of Correction.” Prepared by Huskey & Associates, Inc. October 22, 2004

“Status Report of Best Practices: What Works Evidence Based Practices - *An* Idaho Model for Offender Management”

The “2006 Programs Handbook” detailing programs offered at each site in the Department.